

Work Plan for Proposed Executive Director for the Homeless Services Oversight Council June 23, 2009

The primary function of the Homeless Services Oversight Council (HSOC) is to facilitate implementation of the San Luis Obispo Countywide 10 Year Plan to End Homelessness (the Plan). The HSOC is not a direct service or housing provider; it performs its function through the following activities as established in its by-laws:

1. Provide a planning and policy development forum with local jurisdiction and public and private service providers to increase local awareness and participation and to increase service coordination and efficiency
2. Work with service providers and local jurisdictions throughout the county to compile and monitor data and information regarding the number of homeless and service utilization
3. Advise service providers of opportunities and best practices to improve access to services and to strengthen services
4. Advocate and provide local jurisdictions with recommendations on public funding allocations based upon local needs and prioritized objectives within the 10-Year Plan to End Homelessness
5. Work with public and private partners, donors and grant makers to establish financial resources for service coordination and implementation.
6. Providing guidance, technical assistance, political support and, where appropriate, financial support to other organizations and/or persons who are directly implementing the Plan through services, housing or other facilities;

Consistent with the Plan (Phase 1), the Executive Director will advise and implement HSOC activities through the following actions steps during the first two years. Time frames for completing the tasks are described in terms of months or years following the commencement of work.

PERFORMANCE MEASURES

The following performance measures will enable the HSOC and the County to evaluate the performance of the Executive Director during and at the end of the initial two-year period.

1. The amount of funding contributed by the County to support the HSOC Executive Director should decline by 25 percent within 2 years.
2. The number of homeless persons obtaining permanent housing should increase by 20 percent from the end of year 1 to the end of year 2. If a total of 40 homeless persons obtained permanent housing during year 1, then at least 48 homeless persons should have obtained housing during year 2.

3. The amount of federal, state and private foundation grant funds secured annually for local programs addressing homelessness should increase by \$200,000 by the end of year 2 over the annual amount at the beginning of year 1.

Year 1

PRIORITY 1:

ADMINISTRATIVE INFRASTRUCTURE.

Establish a countywide inter-jurisdictional collaborative homeless governing body (the HSOC) to coordinate efforts to prevent and end homelessness and oversee Plan implementation. (Page 83 of the Plan dated October 2008). The HSOC will be created through action of the San Luis Obispo County Board of Supervisors, so tasks assigned to the Executive Director are those which follow HSOC creation. Members of the HSOC will also assist the Executive Director and HSOC committees in preparing meeting minutes, as deemed appropriate by the HSOC. The corresponding Plan provision for this priority is **Strategy 4.1**.

Action 1.1: Facilitate action by the HSOC to form and establish responsibilities of standing committees – services, housing, finance, and executive – within 3 months after commencement of this work program.

Action 1.2: Prepare draft revisions to the Plan for review and approval by the HSOC within 3 months. Plan revisions will include clarification of what “housing first” means in San Luis Obispo County, updating description of the “governing body” to identify the HSOC, and other miscellaneous items as directed by the HSOC.

Action 1.3: Prepare and present informational reports and make recommendations to the HSOC and its standing committees. This is an ongoing task.

PRIORITY 2:

RESOURCES.

Support Plan implementation with revenue from multiple sources. The corresponding Plan provision for this priority is **Strategy 4.2**.

Action 2.1: Create a methodology to document cost savings in mainstream systems within 6 months. Note: baseline data on costs will be established in year 2.

Action 2.2: Prepare a report within 6 months describing current funding sources and uses for programs addressing the needs of the homeless, including all public and private funding.

Action 2.3: Within 9 months, identify potential new sources of federal, state and local funds, and coordinate with local nonprofit and/or public agencies to facilitate applications for new funds.

Action 2.4: Within 9 months, prepare a private fund raising plan for review and approval by the HSOC.

Priority 3: **PUBLIC EDUCATION.**

The corresponding Plan provision for this priority is **Strategy 3.3.**

Action 3.1: Develop a comprehensive public education program to familiarize all stakeholders with issues relating to homelessness within 3 months.

Action 3.2: Create a concise description of the current state of homelessness in San Luis Obispo County and utilize multiple media to inform the public within 3 months.

Action 3.3: Prepare a comprehensive “Frequently Asked Questions” (FAQ) for the media, and provide it within 3 months to public agencies to be posted on their web sites.

Action 3.4: Perform public speaking engagements at public comment periods of the cities and the county, service organizations and other venues. This is an ongoing task involving at least twenty occurrences each year.

Action 3.5: Conduct one-on-one meetings with legislative and executive leaders on all levels to inform them and answer their questions about homelessness. This is an ongoing task involving at least thirty occurrences each year.

PRIORITY 4: **ACCESS TO HOUSING**

The corresponding Plan provision for this priority is **Strategy 1.4.**

Action 4.1: Provide assistance to existing nonprofit organizations as needed to help them establish three regional, integrated 24-hour campuses with interim housing and other facilities and services needed by homeless persons.

Action 4.2: Facilitate procedures and systems needed to address special challenges associated with housing chronic homeless and/or medically fragile homeless persons using the “housing first” model to the extent possible.

Action 4.3: Create a damage repair fund to address damage to housing units occupied by previously homeless persons to sustain availability of housing stock.

Action 4.4: Facilitate creation of a system responding quickly 24 hours per day and seven days a week to problems with tenants, landlords or neighbors.

Action 4.5: Track local legislative actions and make comments regarding housing needed for the homeless, including but not limited to amendments to zoning ordinances regarding homeless shelters, group homes and transitional housing as required by state law under SB 2.

PRIORITY 5: **INTEGRATED COMPREHENSIVE, RESPONSIVE SUPPORTIVE SERVICES**

The corresponding Plan provision for this priority is **Strategy 3.1**.

Action 5.1: Establish standards and procedures of care, including case management services and needs assessments implemented by nonprofit and public agencies within 3 months.

Action 5.2: Facilitate agreement of affected organizations to create a single case plan for each client, addressing the full range of housing and service needs within 6 months.

Action 5.3: Collaborate with other organizations to conduct research and sponsor annual training regarding best practices for case management services and other matters.

Action 5.4: Create, maintain and disseminate information about opportunities for employment, including day labor, job placement, and voluntary work within 9 months.

Year 2 (July 1, 2010 – June 30, 2011)

PRIORITY 2: **RESOURCES (continued from year 1)**

The corresponding Plan provision for this priority is **Strategy 4.2**.

Action 2.5: Prepare and issue within 14 months, the first annual report evaluating whether existing funding sources are used as effectively and efficiently as possible.

- Action 2.6:** Develop and initiate a procedure and methodology for HSOC review and comment on funding applications to public agencies within 15 months.
- Action 2.7:** Collaborate with nonprofit and public agencies to prepare applications for additional federal, state, local and private funding to support efforts to address homelessness.
- Action 2.8:** Secure private contributions pursuant to private fund raising plan approved by the HSOC.
- Action 2.9:** Collaborate with nonprofit organizations to establish Social Enterprises and revenue generating activities. Initiate at least one pilot project within 15 months.
- Action 2.9:** Collaborate with nonprofit and public organizations to implement the next federally-required survey of the homeless (a.k.a. "homeless enumeration") within 18 months.

PRIORITY 4: **ACCESS TO HOUSING (continued from year 1)**

- Action 4.5:** Identify properties for possible acquisition by nonprofit organizations for provision of housing for homeless persons, including permanent housing, transitional housing and interim housing (shelters).
- Action 4.6:** Conduct training workshops on procedures and systems for housing chronic homeless and/or medically fragile homeless persons.
- Action 4.7:** Within 15 months, create a consortium of landlords to increase awareness of the rental housing market, expand networks and partnerships that increase access to rental housing units, publish a newsletter for local Section 8 landlords and share real-time vacancies inventory on web.

PRIORITY 6: **PREVENTION/INTERVENTION**

The corresponding Plan provisions for this priority are **Strategies 2.1 – 2.4.**

- Action 6.1:** Educate staffs of institutions from which people are discharged (including but not limited to prison, jail, hospitals and mental hospital) regarding the importance of identifying housing for persons being discharged. The initial education program should be completed for each institution within 15 months.

Action 6.2: Develop systems to store discharge planning assessment data in the County Homeless Management Information System within 15 months.

Action 6.3: Facilitate creation of a program to divert homeless persons from the criminal legal system. The initial steps of establishing and helping a subcommittee prepare a draft program description should be completed within 18 months.

Action 6.4: Establish a program to provide and track in HMIS comprehensive medical respite beds within 18 months.

Action 6.5: Facilitate work of services and housing committees to establish criteria and procedures addressing needs of “medically fragile” homeless persons by within 18 months.